



## MONTGOMERY COUNTY, MARYLAND, SEEKS A HIGHLY SKILLED AND VISIONARY CORRECTIONS EXECUTIVE AND LEADER TO SERVE AS THE NEXT...

### DIRECTOR OF CORRECTION AND REHABILITATION

#### COUNTY GOVERNANCE & MANAGEMENT

Montgomery County is managed by an elected County Executive who exercises broad executive power and appoints a Chief Administrative Officer, to whom all department heads report. Legislative and policy authority rests with the County Council, composed of nine members, five elected from districts and four elected at large. The County Council members and the County Executive serve four-year terms. Montgomery County has a strong tradition of prudent fiscal management and holds the highest bond rating from each of the three major credit rating agencies. The County has a mandatory balanced budget and develops a six-year financial plan as part of its annual operating budget development process. For FY 2015, the Montgomery County Government operating budget is \$1.97 billion, a 4.3 percent increase over the FY 2014 budget, and has a \$13.8 billion capital budget. The total budget, including the school district, is \$5 billion. The budget for the six public safety departments, that includes the Department of Correction and Rehabilitation, is \$598 million.

To learn more about Montgomery County, visit [www.montgomerycountymd.gov](http://www.montgomerycountymd.gov).



#### THE CORRECTION AND REHABILITATION DEPARTMENT

The total approved FY 2015 Operating Budget for the Department of Correction and Rehabilitation is \$71,135,891, an increase of \$4,537,790 or 6.8 percent from the FY 2014 Approved Budget of \$66,598,101. Personnel Costs comprise 90 percent of the budget for 526 full-time positions and two part-time positions, and a total of 526.30 FTEs. The Director's Office provides oversight and direction for all Department of Correction and Rehabilitation (DOCR) activities in coordination with the Chief Administrative Officer and County Executive. Personnel, Budget and Procurement, Information Technology, and Fiscal Services are support functions within the Director's Office.

#### MONTGOMERY COUNTY MISSION STATEMENT

*We pursue the common good by working for and with Montgomery County's diverse community members to provide:*

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents.

*As dedicated public servants, the employees of Montgomery County government strive to embody in our work these essential values:*

- Collaboration
- Inclusiveness
- Knowledge
- Competence
- Innovation
- Respect for the Individual
- Fiscal Prudence
- Integrity
- Transparency

## THE COMMUNITY

On the border of the nation's capital, Montgomery County is Maryland's most populous and one of its most affluent jurisdictions. Located on the western border of the capital and encompassing 507 square miles, Montgomery County has a 2013 estimated population of 1,016,677. With a variety of cities, town and urban districts, several incorporated communities are located within Montgomery County, to include Bethesda, Chevy Chase, Gaithersburg, Germantown, Potomac, Rockville, the county seat, and Silver Spring.

Many families seeking high quality of life and excellent schools are attracted to the County and its employment offerings and livable, safe neighborhoods. The population of Montgomery County is diverse, well-educated and affluent, with a median household income of \$94,965. The County's workforce is the most educated in the nation with the highest percentage of workers over age 25 holding advanced degrees. Higher education is exemplified within the County by Johns Hopkins University's Montgomery County Campus, Montgomery College, and the University of Maryland University College at Shady Grove, creating a thriving center for advanced educational opportunities. Advanced medical centers include Howard Hughes Medical Institute and the National Institutes of Health.

The most rapid growth within the County's population is in the minority community, increasing from 27 percent of the total population in 1990 to 40 percent in 2000. Almost half of Maryland's Hispanic and Latino residents reside in Montgomery County and 30 percent of its residents are foreign-born.

The County's public school district is the largest in Maryland and in the top 20 largest school districts nationwide. Its 199 schools, 32 of which are National Blue Ribbon Schools, serve over 140,000 students.



## THE CORRECTION AND REHABILITATION DEPARTMENT (Continued)

Under management and supervision of the Director, the Department of Correction and Rehabilitation (DOCR) has three principal divisions, in addition to the Director's Office:

1. **Detention Services** - Under the supervision of the Warden, Detention Services is responsible for the operation of two detention facilities, the Montgomery County Detention Center (MCDC) located in Rockville, and the Montgomery County Correctional Facility (MCCF) located in Clarksburg. MCDC is primarily responsible for the intake and law enforcement processing of adult male and female offenders arrested within the County and has a facility capacity to accommodate approximately 200 inmates. Over 15,000 offenders annually arrive at MCDC's Central Processing Unit (CPU). Following an initial intake at MCDC, inmates transfer to the 1,029-bed Montgomery County Correctional Facility (MCCF), usually within 72 hours. MCCF is responsible for the custody and care of male and female offenders who are either in a pre-trial status or serving sentences of up to 18 months. Progressive, comprehensive correctional services are provided to all inmates covering substance abuse, mental health issues, cognitive behavioral modification, basic education, life skills, and workforce preparation.

Detention Services (both jails) hold accreditation from the American Correctional Association, National Commission on Correctional Health Care, Correctional Education Association and the Maryland Commission on Correctional Standards. Prison Rape Elimination Act (PREA) audits were just completed as DOCR was an early supporter and leader in bringing PREA on line in 2015.

2. **The Pre-Trial Services Division (PTS)** is responsible for assessing newly arrested defendants for the possibility of release from incarceration while awaiting trial and for follow through while supervising those defendants safely in the community. The PTS Division also supervises those defendants who are offered diversion from trial in return for satisfactorily completing a community service or substance abuse program. There are four independent programs within the Division: Pre-Trial Assessment Unit, Pre-Trial Supervision Unit, Alternative Community Service Program (ACS), and Intervention for Substance Abusers Program (PISA). The Assessment Unit is housed at the

Montgomery County Detention Center and is responsible for assessing those who have been newly arrested and have been unable to make bond. The Supervision Unit provides monitoring of court-ordered conditions to offenders released into the community while awaiting trial. The diversion programs, ACS and IPSA, are predominantly for first-time misdemeanor offenders who will ultimately have their charges expunged following successful completion of one of these programs. Community service, drug education, and treatment are core functions of these programs. Pretrial Services is responsible in large measure for the low level of pretrial incarceration found in Montgomery County - these program elements receive serious attention and funding to further generate a solid level of public safety flowing from the adult correctional system.

3. **The Pre-Release and Re-Entry Services Division (PRS)** provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services to prepare them for release. The program primarily serves inmates who are within one year of release and who are sentenced to County Detention Facilities. In addition, the program also provides re-entry services to Federal and State sentenced inmates and Federal probationers who are within six months of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located at the 171-bed Pre-Release Center in Rockville has a capacity to serve individuals who live within the Center's one female and three male housing units. The non-residential Home Confinement program, allows 40-50 individuals to live in their homes, although they are required to report to the Pre-Release Center several times a week for drug testing and for meetings with counselors. This Division holds national accreditation from the American Correctional Association and just completed its first audit under the Prison Rape Elimination Act. Offender reentry is a defining element of the county correctional system conducted with strict attention to solid security credentials.

## THE CORRECTION AND REHABILITATION DEPARTMENT MISSION STATEMENT

*The mission of the Department of Correction and Rehabilitation (DOCR) is to protect and serve the residents of Montgomery County and the general public by providing progressive and comprehensive correctional, rehabilitative, and community re-entry services. These functions are achieved through the employment of well-managed and effective correctional programs, including: the use of pretrial supervision; secure incarceration; community treatment; reintegration programs; highly accountable security methods and procedures in each operating unit and program; and effective and progressive administration and management oversight.*

## CANDIDATE PROFILE

The candidate's background and experience should include a diverse exposure to all aspects of corrections and rehabilitation management, with recent experience and competency in managing and directing sizable and complex correctional and rehabilitation programs. This is executive level work directing the operation of DOCR and contacts are often with high ranking executive, legislative and judicial officials within County Government, officials of equivalent rank in other governmental jurisdictions, private sector and community organizations or groups, and well-established public policy advocacy groups. The purposes of these contacts include presenting, justifying and defending significant public policy positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives, arrive at acceptable compromises or to be part of collaborative public policy development across a broad range of disciplines.

The DOCR plans, develops, implements, and evaluates county correctional and rehabilitation policies and programs by directing subordinate managers to: operate secure detention facilities for the constitutional intake and incarceration of all pre-trial, un-sentenced and sentenced individuals committed by the Courts; operate a treatment- oriented Pre-Release and Re-entry Center with a home detention option for selected offenders as an alternative to incarceration; provide medical, educational, other social services, and community release programs to meet basic human needs and ensure rights of prisoners; facilitate the integration of incarcerated individuals into the community through work release programs with intensive case management and data driven/evidence-based treatment programs; provide significant alternative community services program for offenders deemed most likely to repeat their offenses; and ensure that a sensitivity exists for victims' issues and community-based concerns.

Other duties include, but are not limited to:

- Preparation and administration of the DOCR operating budget
- Preparation and presentation of reports to the County administration and correctional regulatory bodies

- Development, maintenance and updating of departmental policies and procedures
- Planning and directing comprehensive research and planning activities related to DOCR operations
- Oversight of DOCR training and staff development programs
- Expert insight into correctional regulatory and compliance procedures as they apply to DOCR
- Continued development and maintenance of state of the art programs and policies within DOCR
- Development and maintaining strong working relationships with peer correctional agencies and state/ national correctional bodies and organizations.

Montgomery County is also seeking a Director of Correction and Rehabilitation with:

- Demonstrated leadership, administrative and management skills
- A commitment to communicating with all levels of the organization consistently, accurately and in a timely manner
- A commitment to teamwork and collaboration
- A positive commitment to embracing diversity and personnel practices that ensure that the DOCR is an environment that encourages individual opportunity and excellence, regardless of race, sex, individual or cultural differences
- A willingness to appropriately confront issues and make tough recommendations and decisions
- An active level of involvement in professional corrections-related organizations and professional networking.
- An approachable, friendly, open and participatory management style, open to and respecting input from others
- High personal energy, a positive approach, self-confidence and a sense of humor
- Outstanding interpersonal and "people" skills, with expertise in consensus building, conflict resolution, mediation and working with issues for positive resolution



## CANDIDATE PROFILE (Continued)

- The ability to effectively articulate correctional issues, goals and objectives to the County Executive, County Council, Chief Administrative Officer, key management staff, department directors and other County staff with the concurrent ability to translate policy decisions into operational action
- The ability to maintain confidentiality and build a high level of trust with management, supervisory and line employees
- Personal and professional integrity of the highest order, demonstrated in both the candidate's public and private life.

## REQUIRED EDUCATION & EXPERIENCE

### Minimum Qualifications:

- **Experience:** Extensive (seven (7) years) experience in the administration of a correctional facility, with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration.
- **Education:** Graduation from an accredited college or university with a Master's Degree in Corrections, Criminal Justice, Social Science, Public or Business Administration or related areas.
- **Equivalency:** An equivalent combination of education and experience may be substituted.

Professional experience in a comparable or larger correctional and rehabilitation environment is preferred. Candidates with service as a Director of Corrections or Deputy/Assistant Director or Division Chief in a large department of corrections will be considered. The ideal candidate will have a demonstrated leadership role within the public corrections arena and a body of related published work for consideration. Although the venue of candidate's experience will be considered, key criteria for selection will be a demonstrated track record of excellence in dealing with complex correctional and rehabilitation services, a customer service focus, and a collaborative approach.



## COMPENSATION AND BENEFITS

The starting salary is highly competitive up to \$200K, depending upon the background and qualifications of the successful candidate. Montgomery County has an exceptional compensation package including pay for performance, medical, dental, life insurance, long-term disability, flexible spending account, defined contribution retirement plan, deferred compensation plan, vacation, sick leave, wellness program and other highly competitive benefits. The working conditions are outstanding and the locale is ideal. Relocation assistance will be negotiable with the successful candidate.

## APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at <https://waters-company.recruitmenthome.com>. Interested applicants are strongly encouraged to apply by March 9, 2015. Following this date, applications will be screened against criteria provided in this brochure and Montgomery County will consider offering interviews to selected candidates. Interviews in Montgomery will be offered by the County Executive to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. Candidates' names will not be publicly released until the final stage of the selection process to ensure that no current employment is placed in jeopardy. For more information, please contact:

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**Montgomery County is an Equal Opportunity Employer and values diversity at all levels of its workforce!**

Applicants selected as finalists for this position will be subject to a criminal history/credit/drivers license check prior to interview. A comprehensive background investigation will be further conducted by the Montgomery County Police using all available appropriate means of information collection available to the public safety community. Information from your resume may be disclosable based on open records requests.



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